

DIARY NOTES

Executive Director-Comptroller



14 October 1965

1. [] Chief of our communications facility in [] was in for a courtesy visit. He continues to impress me as one of our extremely able senior communicators. He seemed completely satisfied with the selection of [] as [] replacement.

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2. I talked with John Clarke about Senator Brewster's reported adverse reaction to our program in Vietnam. In the light of this I asked him to beef up our briefing for Senator Russell and to ensure that a representative of the Far East Division attends.

3. Since we now have several nominees for the Federal Women's Award, all of which look very good indeed, I asked Bob Bannerman to convene a hasty meeting of the Honor and Merit Awards Board to give us a more specific recommendation on who should be formally nominated by the Agency.

4. I approved of John Clarke using Joe Becker to pull together a report on the computer field which we are required to make to the Bureau of the Budget around the end of this month.

5. [] and I showed the Director a tape recording of a briefing in response to his recent request that some system be devised to give him a choice between reading and listening. It turned out that he really wasn't looking for a substitute for his regular morning briefing but rather for recordings of other papers which hit his desk in the course of the day. He had all sorts of ideas about producing a five-minute taped summary of each of these papers, whether they originated in OCI, ORR, OSI, or wherever, and establishing a tape library from which these could be drawn and played to anyone having a need for them. We agreed that the idea was worth exploring but suggested that we confine it to OCI until we see whether it really has merit, how much time, effort and money it will take, etc. Jim will pursue this; there is no deadline.

6. Paul Borel and [] came to see me about "Command and Control Support to the President." Their interest grew out of a

rather long report prepared by the Department of Defense, a copy of which was given to the Department of State and CIA. Secretary Rusk wrote Secretary McNamara a letter which in effect said that civilian agencies also have to be cranked into this and that the Department of State was going to undertake a concerted effort to sort out their responsibilities, actions, etc. They appointed Jeff Kitchen to head up their task force. It does appear that the concern of Paul and [] is proper and that we should organize some effort to prepare our own position and to participate in interagency coordination of common problems. Emergency planning, for which [] is responsible, is only one input to the total problem. I am inclined to favor the organization of a small task force, perhaps made up of people who are going to retire, to study this problem. (I want to discuss this with Dick Helms before moving forward.)

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7. I lunched with Jack Smith and discussed with him the changes we should make in regulations and organization to subordinate the Office of National Estimates to the Director. Being the Director of Current Intelligence and having served for a number of years as both a staff member of ONE and a member of the Board of National Estimates, Jack's credentials are good. He felt that we should make the minimum changes necessary to satisfy the Director. However, he recognized that Ray Cline and Sherman Kent cannot work together and saw no real problem except grade structure should we move ONE out of DD/I and someday want to revert and fold it into some kind of a geographic organization. While appreciating Sherm's position that the Board and Office must not be separated, Jack felt this was not impossible. He did feel, however, that it would be a great mistake to try to separate the Board and Office as long as Sherm is Director of National Estimates and Chairman of the Board. I was most interested in his reflection of what he thought happened in the last five years or so in ONE vis-a-vis OCI. He started with the Kennedy Administration and said that the Kennedy types--Bundys and other hard-charging intellectuals--weren't terribly interested in national estimates. They didn't want to be told how or what to think. What they wanted were facts upon which they could draw their own conclusions. He thought, therefore, that the importance of national estimates to many of these people, rightly or wrongly, may be much less than it was a few years ago and much less than some of the other substantive intelligence reports which they receive. At the same time and consistent with this, however, is the ever increasing demand for research reports, roundups, Sitreps, etc., which are not estimative

in character. The importance to these people of the kinds of reports which OCI, ORR, OSI, etc., produce is therefore probably much greater than estimates. Jack also felt that nothing really dramatic or significant has happened in the Office of National Estimates in the last five years, and he pointed to the younger brains who have departed, i.e., [redacted] and the older, less imaginative types which remain, such as [redacted]. He did not criticize any of these people, but very definitely felt that, notwithstanding the very fine quality of the older people now in the Office and on the Board, it must someday have an infusion of new blood which is already overdue.

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| 8:45 | | 1:00 | |
| 9:00 | <i>Executive Committee</i> | 1:15 | |
| 9:15 | | 1:30 | <i>w/pc, briefs</i> [redacted] <i>-taped</i> |
| 9:30 | | 1:45 | |
| 9:45 | | 2:00 | |
| 10:00 | | 2:15 | |
| 10:15 | [redacted] | 2:30 | <i>Board</i> [redacted] <i>-re Presidential</i> |
| 10:30 | [redacted] | 2:45 | <i>Supp</i> |
| 10:45 | | 3:00 | |
| 11:00 | | 3:15 | |
| 11:15 | | 3:30 | |
| 11:30 | | 3:45 | |
| 11:45 | | 4:00 | |
| 12:00 | | 4:15 | [redacted] |
| 12:15 | | 4:30 | <i>w/Admst</i> |
| 12:30 | <i>Lunch w/ Jack Smith in office</i> | 4:45 | <i>Warner</i> |
| 12:45 | | 5:00 | |

6:00 Dinner for Midcareerists w/ Allen Muller (Exec. Dining Room)